



Wales Temple of Peace & Health Heritage Management Plan

Supported by National Lottery Heritage
Fund (NLHF) COVID Recovery Scheme

Post-COVID Heritage Management Plan for WCIA Board of Trustees, 2020-23

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1. Background Context

Over the course of 2020, WCIA - as with most heritage organisations and venue spaces - has had to adapt rapidly to unprecedented and rapidly changing impacts of COVID on ways of working, business plans and overall strategy. Over March-October 2020, against a complete loss of unrestricted income from venue bookings (which supports WCIA's core running costs), most core WCIA staff were furloughed to save outgoing costs.

Heritage and Peace Education staff, previously covered through NLHF 'Wales for Peace' grant funding up to 2019, had been retained post-HLF funding via income from venue hire and learning services, as a 'bridge' whilst developing applications for new projects towards large grants with new and previous funders. These were at an advanced stage as the pandemic hit, and put on hold as most funders unilaterally suspended their programmes for the pandemic.

From August 2020, WCIA core roles are gradually returning on a part-time basis. A small grant from NLHF's COVID Recovery Fund has enabled WCIA to meet basic costs of supporting key posts to return to work with a specific focus on making the Temple of Peace accessible as a venue again, and adapting to the post-COVID operating environment.

2. Purpose

The purpose of this Heritage Management Plan is to consider the **medium to long term decisions** that WCIA's trustees, partners and project / funding planners may need to consider in safeguarding the [heritage assets and materials](#) of Wales' historic Temple of Peace and Health for access by future generations – informed by prospective different financial scenarios. The plan draws from the [May 2018 Archives Report](#) undertaken by Temple Archivist Mari Lowe, and [Summer 2019 Attic Archives review](#) by student placements Rob Laker and Emily Franks.

3. Financial Scenarios: Three Models

In modelling potential future scenarios for heritage programming, we have considered three distinctive 'funding projections' for resourcing work beyond COVID.

A. External 'Project Funding' (enabling 'scale up' of heritage activity, to varying degrees)

This scenario assumes the 'return' - after the COVID period – of a funding landscape in which Government, Lottery, Trusts and Foundations are openly dispersing large grant funding for heritage projects, including towards core organisational running costs and overheads (such as staff, office and management support costs). 'Scale up' options would be proportionate to scale of funding available, degree of competition, and WCIA's eligibility.

B. Core Funded Heritage Programme (status quo, reliant on internal 'income generation')

This scenario assumes that grant funding opportunities do *not* return to pre-COVID levels; and that any heritage work will therefore have to be resourced from WCIA's own income generation through Venue Hire, charging for services, etc. This has been the 'status quo' over 2019-20, following the end of HLF Wales for Peace funding (with COVID having shut down all funding pathways for an uncertain duration – likely to be 1-2 years).

C. Loss of income and / or staffing ('Withdrawal')

This scenario assumes that both (A) and (B) above are insufficient to sustain future staffing or heritage capacity; requiring the trustees to plan for 'responsible termination' of WCIA's heritage work into the future, integrating heritage work into the remaining core team, and potentially accessioning / transferring ownership of some of WCIA's heritage assets



WCIA's Launch Event at the Senedd for the 'Women, War & Peace' photographic exhibition in 2017 by photojournalist Lee Karen Stow, supported by HLF, Welsh Govt, and 1418NOW.

3A: Scenario A – Return to External Project Funding (via NLHF or other ‘big funders’).

- The funding landscape has changed hugely since NLHF’s #WW100 investment of £1m in ‘Wales for Peace’ in 2014. Despite the huge success of the WfP programme, pre-COVID funders were already ‘steering’ WCIA towards **smaller projects below <£100k**, over shorter timeframes, and with more modest ambitions.
- COVID has led to the **suspension of most funder programmes**, with resources switched to supporting the heritage sector and its staff to ‘survive the pandemic’ at a most basic level (plugging huge gaps in govt support).
- WCIA **straddles many ‘categories’** – heritage, educational, civil society, venue, business, public building, volunteering, arts and culture – but consequently is largely ineligible for funding designed for individual streams.
- WCIA’s previously healthy **charity reserves** have been a barrier to COVID ‘rescue packages’; and most funders do not acknowledge that **restricted funding** (eg for the Wales Africa programme) cannot be diverted into core costs.
- Looking to the year(s) ahead until a vaccine is found and COVID is ‘normalised’... rolling lockdowns are envisaged for 6-12 months into 2021, and UK-wide heritage and charity sectors are on the brink of survival (with many organisations / venues closing their doors). Initiatives such as the [NLHF COVID Resilience Funds](#) have been hugely oversubscribed, and replicated by Trusts and Foundations. In this context it seems **highly unlikely that many funders will return to ‘business as usual’** in dispersing grants for new projects and initiatives, within the next couple of years.
- There are some signs that **very small funding pots** (<£10k) may start to re-emerge, such as NLHF’s Cymru’s [‘15 minute Heritage’](#) local engagement grants.
- However, whilst such small grants can enable **new activities**, they rarely resource existing projects / initiatives (such as Peace Schools), and are insufficient in scale to resource core WCIA staff capacity required to deliver *new* activities.
- The **‘scales’ of project funding** that would enable WCIA to *grow its heritage work / portfolio* once more would need to resource:

‘Scaleup’ Scenarios: How far would different levels of project funding go?

	Small (<50k)	Medium (<250k)	Large (<1m)
Core Staffing & overheads	Admin & minimal line support; workload across core team.	Management support Admin support	Management support Admin support
Heritage Staffing / expertise	PT Heritage Advisor	FT Coordinator PT / FT Project Officer	FT Manager Multiple POs
Partnership Staff	£500-1000 stipends towards costs	Time contribution eg 1 day, for existing posts	PT posts / additional capacity for partners
Project Costs eg Volunteering, Travel & subsistence, Materials	Localised volunteers / travel, inhouse materials	Geographically targeted volunteering, travel	Nationwide activities, resourcing for partner-led projects.
Activities eg Events, Publications, Training, Creative production	In house events and production, some consultancy / partners	Targeted partnership working and events, v specific creative outputs	Widespread Wales-wide partnership working and public events programme
Timeframes	< 1 year	1-3 years	3-5 years

This table summarises, quite simplistically, the relative funding required to reach different ‘scales’ of ambition. All-Wales projects, or those with dedicated staffing, can only realistically be developed if the funding is in place to support them.

3B: Scenario B: Core Funding sustains WCIA Heritage work and staff capacity / expertise, through return of income generation from Venue Hire and Services.



- This scenario represents the ‘**status quo**’ (following end of NLHF Wales for Peace funding), whereby WCIA’s trustees have subsidised ongoing heritage expertise / capacity through integrating the (part-time) Heritage Advisor and Peace Education Coordinator into the core staff team – paid for through income generation from the venue and paid-for learning work (with some contribution from reserves, at the calculated risk of generating a minimal deficit).
- COVID has created huge **losses of both venue bookings**, as events (of all shapes – from weddings to conferences) and learning workshops / training are unable to proceed under regularly changing government advice, and social distancing restrictions.
- Once future restrictions ease, it seems likely that remote working, virtual conferences and distancing restrictions for physical gatherings are likely to become permanent changes to the events landscape. Many venues will be chasing far smaller pools of potential customers, likely to suppress scope for COVID adaptations being met through increased costs. Profit margins are likely to be considerably finer, and consequently the ‘**return**’ to **WCIA’s core staffing budget may decrease** proportionately. Heritage posts are at the low end of strategic priority for core charity staffing, taken alongside Finance, Venue Management, and Learning posts.
- In (pre-COVID) anticipation of funding challenges for 2020-23, WCIA’s Heritage Advisor entered into a partnership project with Aberystwyth University with the aim of attracting **academic funding** towards sustaining heritage work, and reducing WCIA’s salary exposure. Whilst the COVID outbreak limited (diverted) availability of many academic funding options, he has been able to start a 1 year Mphil programme for Sept 2020-21, with the aim to submit an ESRC PHD funding bid in Oct 2020 for Sept 2021-Oct 2024. These options will all enable WCIA to continue functioning at the ‘small’ scale outlined in the table above.

3C: Scenario C – Loss of Income / Withdrawal of Heritage Capacity and Staffing.

- In the event that WCIA are unable to return to any semblance of 'business as normal' for income generation through venue hire – and / or that the returns from this are **insufficient to support a core staff team** of more than 2-3 people – it may no longer be possible to sustain a dedicated heritage staffing capacity / expertise.
- There may be scope to draw against **WCIA reserves for 'bridging periods'** towards future projects (though this would be unsustainable for the long-term, without creating a considerable operating deficit).
- In the event that the current Heritage Advisor is no longer able to continue in post (or that the academic partnership is not successful in attracting further funding), it may make strategic sense for WCIA to 'locate' any **future heritage capacity / functionality / responsibilities within the Venue Team**.
- Other responsibilities could prospectively be shared between the Chief Executive, Learning Coordinator and Communications / Volunteering Officers.
- The Heritage Advisor has developed a wide range of materials in recent years that aim to 'hand over' scope for **others to deliver heritage activities** and projects – such as Temple Tours training and scripts, Hidden Histories guides, Digitised resources and web-based materials etc. These could be developed further alongside a specific 'handover training' programme to remaining core team members.



The WW1 Book of Remembrance, 'reposed in its case of Belgian Broze on French Marble', with the 35,000 names of the fallen of WW1. The Book serves as the rollcall for Wales' National War Memorial in Alexandra Gardens, opposite the Temple (which is uninscribed) – and therefore by the founding covenants of the building, the Crypt should be accessible to the public.

In 2016, WCIA and the National Library of Wales completed digitisation and transcription of the Book which can be viewed at BookofRemembrance.Wales.

4. WCIA's Heritage Assets: Prioritising Future Work and Capacity



'Peace Cranes' outside the Temple marking World Peace Day, Sept 21st 2020

For the purposes of this review, our work has been categorised in ascending levels of 'priority' against WCIA's heritage roles and responsibilities – from maintaining our basic guardianship of Wales' Temple of Peace and Health, to honouring its founding mission(s), to securing sufficient resources that enable partnership working with organisations, projects & volunteers Wales-wide.

A) Managing the Temple of Peace as a public building / venue space

B) Maintaining Heritage interpretation and displays

C) Sustaining public access to Temple Archives and collections

D) Public engagement & volunteering activities (Temple-based)

E) Partnership working and outreach projects (Wales-wide)

4A. Maintaining the Temple as a Public Building and Venue Space

The Temple of Peace and Health itself is owned and managed by Cardiff University, with WCIA as a 'sitting tenant' under a 999-year lease originally granted in 1938 to the Welsh League of Nations Union, alongside WNMA as the 'health' partner and 'landlord' (the status theoretically inherited by Cardiff University in their acquisition of the building).

- As a Civic Centre Public Building, Grade 2 listed structure, and Wales' *'national memorial to the fallen of WW1'*, WCIA upholds the spirit of the **Temple of Peace founding covenants** and the 'gift to the nation' from David Davies' and the 1930s Welsh Public that it still represents. The subsequent listing (1975) and civic centre conservation guidelines require compliance. These responsibilities are shared with Cardiff University (as the building's current owner and landlord), as with previous owners through time. But WCIA historically carries a **'guardianship role'** given indifference of successive building owners to its public interest and importance.
- WCIA is the current embodiment of the **Temple's 'Peace' mission**, as the direct descendent of **WLNU** (1922-46) → **UNA and CEWC** (1946-2014) → **WCIA** (1973-present). This mission is represented by WCIA's strategic pillars of Global Learning, Global Action and Global Partnerships; underpinned by Peace Heritage, with Venue Hire providing income for our work.
- **Venue hire** is (and has been since recognised in the first 'lease' of 1938) the primary source of unrestricted income generation for WCIA / the Peace partner in the building, which is why public usage of the Hall of Nations was vested in the WLNU from the outset - as well as scope to hire meeting rooms and the Council Chamber (the latter through coordination with WNMA then, and Cardiff University today).



Hall of Nations set up for Conference



Council Chamber set up for Board Meeting

Enhancing Venue Hire through Heritage

- Peace heritage **interpretation should add value** to the attractiveness of the Venue Hire user experience, designed in a way that is complementary / does not compromise event users' needs, or the ability of Events Team to service these.
- For example, **furniture** regularly needs to be reconfigured within fast turnarounds; **catering** set up, served and eaten by large numbers in short turnarounds, and **photography** taken against backdrops of the marble hall / reception area / outside. Interpretation should support these Venue management realities.
- There is scope to broaden use of the building's peace heritage in Temple of Peace **venue hire marketing materials** and on the website – with updated content currently in draft form pending installation of permanent interpretation panels and peace trail.
- In a scenario where there was no organisational capacity / income to support a specialist 'heritage focused' staff member, the **heritage function** would logically fall into the **responsibilities of the Venue / Events Team** (points above, plus maintenance of any 'legacy outputs' listed below).

Developing as a Community Space

- **Community Space** – whilst WCIA's Venue Strategy already specifically targets and makes special provisions for local community and third sector organisations to access and use the Temple as a shared and 'community-driven' space (often at reduced rates), scenarios that have been briefly considered, but could be more fully explored could include:
 - **Research Hub** – though more realistic to be achieved through Cardiff University, a logical progression of WCIA's participation in and hosting of [Academi Heddwch Cymru](#) and other initiatives in the **civil society / academic interface** could be the development of a more focused 'research hub' advancing Welsh thought and civic action on Global Peace and Health for future generations.
 - WCIA's hope since Cardiff University's acquisition of the Temple in 2017 has been that this might emerge through partnership working with Cardiff University, as a direct means for them to make the most of their 'asset', attract students, and deliver against the legal requirements for occupancy (the building's founding mission). However, although the Temple does now feature in the University's 10-year strategic plan to bring together Humanities Departments along the west side of their Cathays Park estate (including International Politics and Law – which would be of prime relevance), there has been little movement on this plan since 2018 - and COVID has thrown future planning for all universities into disarray among uncertainty over future income / student numbers / business models / government support.
 - **Museum space** – this *could* open pathways to new or additional sources of funding through MALD (Welsh Govt [Museums, Archives & Libraries](#) Division) or [DCMS \(UK government\)](#). However, the combination of Austerity-squeezed heritage funding, plus COVID uncertainties, having pitted most heritage bodies against each other for limited pots of 'survival funding'. This reality seems unlikely to reverse in the post-COVID recovery period.
 - **Global Café** – a downstairs café existed until the 1990s. Such a move today has often been suggested as a 'public space' enhancement and potential commercial asset to the Cathays Park civic centre and the student / civil service audiences on the Temple's doorstep. However, the likely cost overheads (and challenges of split lease / building ownership) have always presented an obvious block, which post-COVID social distancing needs may be unlikely to make any easier!

More Ambitious Developments?

- **More ambitious plans for developing the Temple** are unlikely to be within WCIA's gift, as these will always be down to the owners of the building (unless WCIA's trustees in future were to consider offering to purchase the building off Cardiff University potentially via a Community Asset Transfer funding scheme – which one assumes they might be unlikely to consider).
- **National Lottery Heritage Funding** would be highly favourable for potential applications to restore and improve the fabric of the building, as WCIA successfully led alongside Public Health Wales in 2002-3 for installing mobility access. However, Cardiff University do not seem well set up for the degree of collaboration required.
- **Space Rental** In the absence of any plan to use the Temple, it seems likely for the coming decade that Cardiff University may seek to rent out their spaces in the building to a 'highest bidder'. This requires WCIA's trustees to be vigilant in ensuring transparency over appropriateness of mission / function for any potential occupants; access to spaces (eg reception and the Hall of Nations in particular, which are WCIA's purview and can only be shared by agreed arrangement / costs); maintenance responsibilities etc.

4B. Heritage Interpretation and Displays

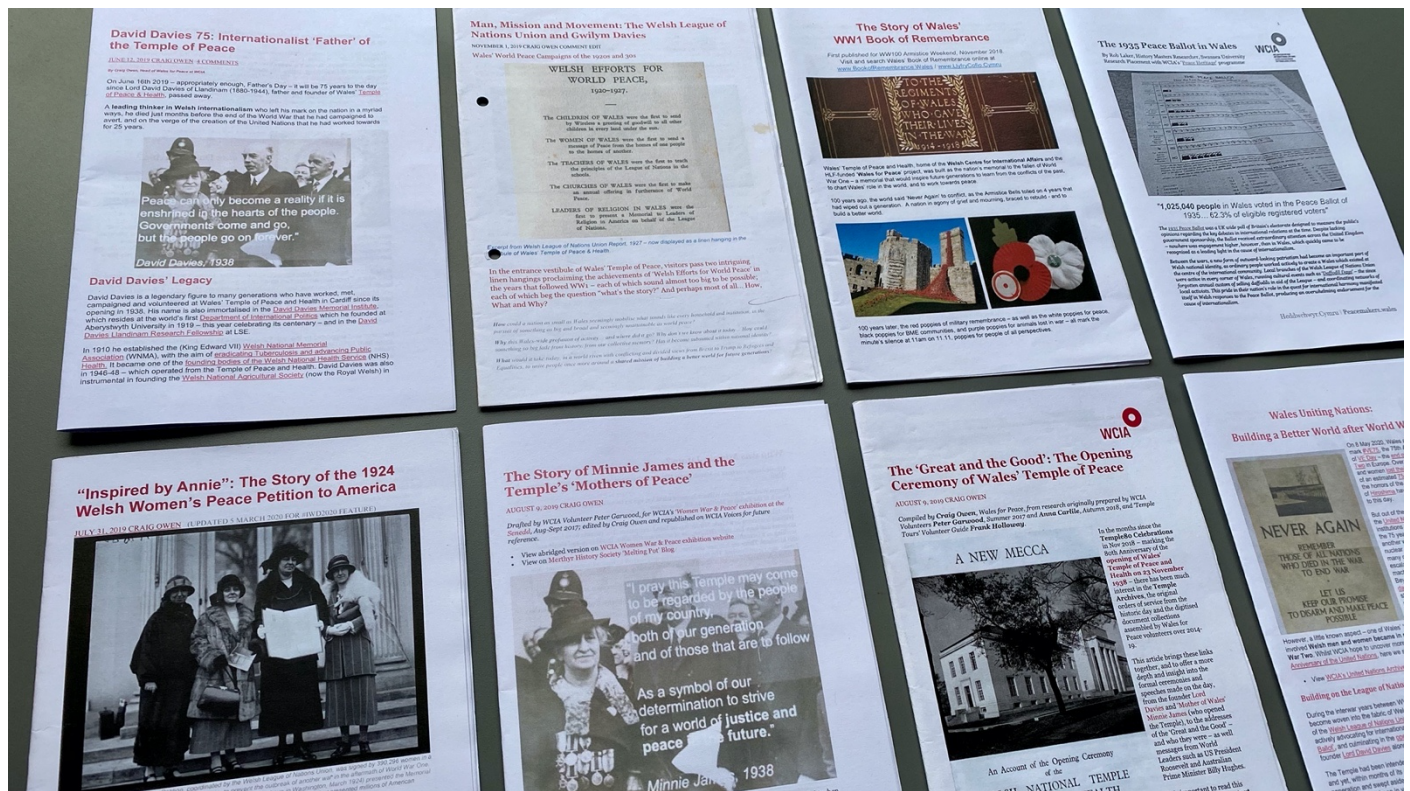


Heritage Interpretation Panels installed in Reception as legacy of NLHF 'Wales for Peace' project

These have been enabled through WCIA's Wales for Peace funding over the 2015-19 period, and are a legacy of this work for maintenance into the future, and hopefully ongoing development around visitor / user needs. NLHF conditions require WCIA to ensure that all 'assets' created through their support and funding remain publicly accessible and functional for 7 years beyond project completion (2026) – with scope for 'spot auditing' as a part of NLHF project follow-up.

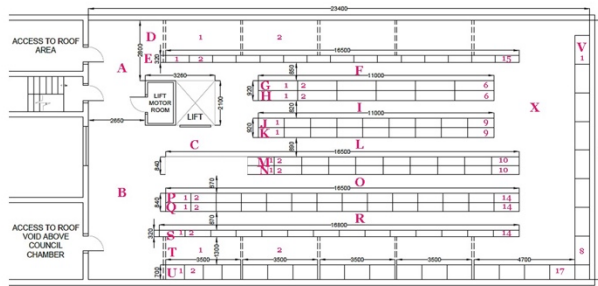
- Building on the exhibition created for Temple80 in November 2018, development of **permanent interpretation panels** has been completed for the Temple Reception area (4 high quality, translucent acrylic panels), main rooms (Crypt, Hall of Nations, Council Chamber and Corridors – moveable, updateable room interpretation in A3 acrylic holders) and the National Garden of Peace (an oak map lectern, and weatherproof (dibond aluminium) full colour panels mounted to various fixtures in the garden (existing noticeboards, entrance archway, flagpoles and benches).
- In addition to permanent panel fixtures, interpretation will include moveable, easily updated **(inhouse produced) A3 and A4 signage** explaining each room / space in greater detail. The electronic infrastructure for an online **Peace Trail App**, self-led by visitors using smartphones, tablets or booklets from reception, has been established.
- Completion of this work will mean that all visitors will then be able to follow **self-guided tours**, reducing dependence on WCIA heritage staff being present / available; and will add significant value to the 'Venue Hire' offer, and to WCIA and Cardiff University's 'marketing appeal' for the building and to prospective future students / volunteers.
- Retention of a skeleton Heritage Staffing by WCIA would give capacity to maintain and update interpretation as "2nd priority" complementing the basics of (A) public venue access.
- In the event of no Heritage staffing, these functions would need to be absorbed into and continued by the Venue / Events team and WCIA Management with support of trustees / volunteers.
- This could be smoothed through creation of guidance, training and toolkits as a 'handover priority' in the event of any Heritage Staffing capacity being terminated – though future application would be heavily dependent upon skills, competency and attitude of future WCIA team members individually and collectively.

4C. Temple Archives, Collections and Digitisation



Public access to the [Temple's Archives](#) is the first responsibility heavily dependent on a high level of heritage skilled / qualified staffing - difficult to deliver through unsupported volunteers, generalist WCIA staff or venue roles. As well as '3rd priority' overall, this would be the top priority for any recruitment / retention of specialist heritage staff – informing as it would (upwards) development of future heritage interpretation and venue enhancement, and (downwards) providing the platform from which to build and facilitate public engagement, volunteering and / or partnership projects.

- **Archives access** for the public is currently **by appointment / enquiries** through the Temple Heritage Advisor, via contact from the WCIA website [Archives & Collections](#) page.
- There are a number of rare / **high value artefacts** - such as the WW1 Book of Remembrance, Women's Peace Petition, David Davies Library and specific books / collections, that require subject-specific expertise (and of course very specific '[national treasures](#)' **protections and insurance**, updated annually). Much of subject-specific knowledge has been captured through WCIA's '[Peacemakers Features](#)' and [Digitised Searches](#); whilst insurance responsibilities sit with WCIA's Finance team.
- A comprehensive [collections audit by Temple Archivist Mari Lowe](#) was undertaken in 2018, and built upon in Summer 2019 by History & Archaeology Placements Rob Laker and Emily Franks who mapped the [Temple Attic Archives](#)
- These audits are very much a 'starting point' to the process of cataloguing the Temple's archive, and whilst they have helped for mapping and retrieval purposes, they do not come near to representing a 'catalogue' as yet.
- Development of professional management systems expected of an archive facility is an area of work for which [archives funding](#) is available - which we have explored with Cardiff University [Special Collections](#) through (head, and former WCIA Trustee) Alan Hughes & Alison Harvey - though this funding is hugely competitive (previous bid rejected), and moreso post-COVID.



The Temple (North) Attic contains 252m Archive Boxes, among other items and collections from past and present work of organisations based at the Temple of Peace (600m total shelving, indexed A-V above)

Appendix: CABINETS & SHELIVING LAYOUTS

West Wall (entrance door)									
47	48	49	50	51	52	53	54	55	56
F									
E									
D									
C									
B									
A									

North Wall (mostly David Davies Library Collection)									
11	12	13	14	15	16	17	18	19	20
E									
D									
C									
B									
A									

East Wall (windows)									
25	26	27	28	29	30	31	32	33	34
F									
E									
D									
C									
B									
A									

South Wall (fireplace)									
39	40	41	42	43	44	45	46		
F									
E									
D									
C									
B									
A									

Council Chamber Cabinets, indexed 1A-56F above

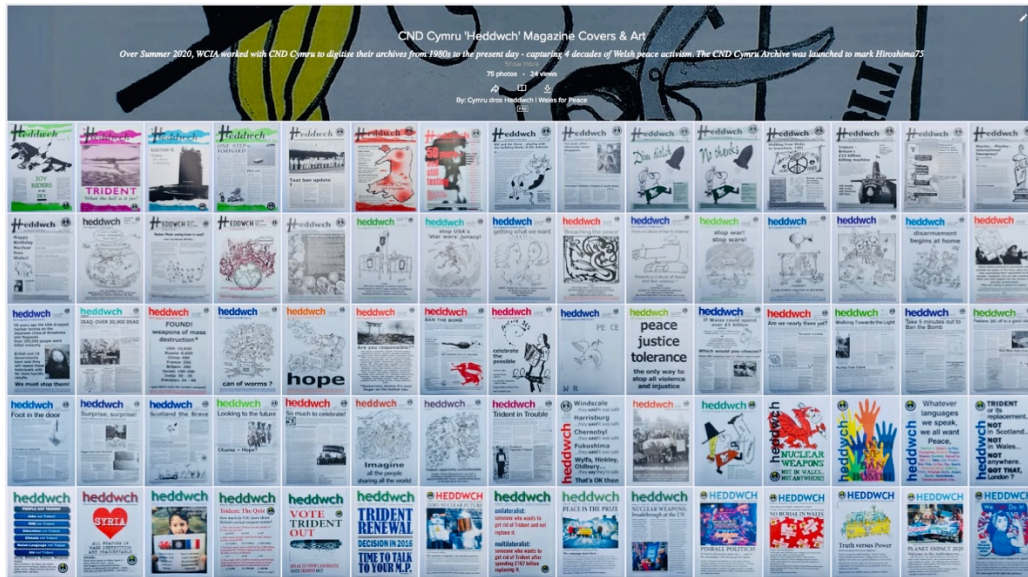
Supporting Archives Access

- **Search and Retrieval of documents** (both from Council Chamber and Attic) requires a degree of in-depth knowledge and understanding of Temple Heritage and organisations, collection contents, inter-relationships and records / organisation.
- Specific **research requests** can require quite a lot of preparatory work to properly service and support. With trusted / highly trained academics, researchers or archivists, a degree of this 'searching' can be devolved where WCIA can have confidence they will be able to abide by documentary conservation guidelines and good practice.
- However, for more 'casual requests', undergraduate research or public access, this could pose **considerable risks**: a coffee spillage on the Indian ink of the Women's Peace Petition, or Churchill's / HG Wells' signatures in David Davies' manuscripts, would be irreparable, irreplaceable and potentially reputationally damaging.
- Access to the **attic** archives is strictly limited to WCIA staff, due to Health & Safety.
- There is open access to the **Council Chamber** for all WCIA staff to be able to show and share items (although knowledge levels vary hugely).

Digitisation of Temple Archives Materials

- **Digitisation is the key way forward for public archives and documentary access through the heritage sector, especially in the mid and post-COVID climate.** Many of WCIA's 'high value assets' above have [already been digitised](#) in risk mitigation! However, digitisation is a very time consuming, detailed and skilled process, requiring attention to detail with
 - Selection and **prioritisation** of collections / materials with most heritage value or applied usage through digital access.
 - **photography / scanning** of materials to appropriate digital standards (which vary depending on intended usage / output – for example the Book of Remembrance is to 'National Treasure' scanning standards; whilst a snap on a phone screen suffices for organisational reporting documents / correspondence).
 - **file management**, metadata and tagging, and supporting **interpretation**.
 - upload to **Flickr / People's Collection Wales** / other secure digital repositories, and ongoing organisation / maintenance of online collections for ease of user navigation.
 - Regular liaison (and visits to / agreements) with the **National Library for Wales**, where most of the Temple and WCIA's pre-1980s records and collections are held. Viewing / digitisation of our own records deposited at NLW can be extremely costly unless agreed in advance with NLW as partnership work – although this in itself is a 'win win' when WCIA staff / volunteers can further NLW's mission to make as many records as possible digitally accessible to the public.
 - **Copyright**, data protection and public information manager controls.

- Defending / checking **copyright claims** (or logging usage requests) - often lodged by profiteering agencies such as Getty Images; or Archive sources from whom WCIA have historically bought usage rights (such as AP, for use of the 1938 Temple opening footage in perpetuity).



CND Cymru 'Heddwch Magazine' Archives (1981-2021), recently digitised by WCIA volunteers

- Digitisation projects are suited to appropriately **skilled / motivated volunteers when supported by staff** with sound knowledge and understanding of user requirements for digital assets / outputs. This is a **fundable area of work**, although usually only on a small scale (eg for specific identified collections, volunteer activities or individual placement timeframes eg GO Wales / Santander Internships).
- **Digitisation Outputs** must be tightly defined and checked – in 2016, 3 students worked on scanning Council Chamber archives, but only in 2018 did it emerge they'd only scanned document *covers* and not *contents*, as they didn't understand the purpose / end user usage of the exercise. So we had to do it all again from scratch!
- As WCIA's digitised collections hopefully grow, so too will the onus to keep **digitised assets search-tagged and organised** – especially in the scenario of migrating or updating future website content. It is worth reaffirming NLHF's requirement that all materials made publicly accessible through their funding, must remain so for a minimum of 7 years (2026).

Accession of Temple Archives Materials

- In '**funding scenario (C)**' that WCIA no longer has income generation means / financial capacity to support any ongoing heritage role / expertise, the Trustees may wish to consider and revisit explorations made in 2018-19 around scope to **transfer the Temple Archives** into the ongoing professional care of:
 - Cardiff University's '**Special Collections**' team (who may be in a position to maintain onsite oversight of material, or to ensure that any materials moved for conservation protection remain easily accessible adjacent to the Temple of Peace).
 - National Library of Wales (**NLW**) in **Aberystwyth** (adding to the existing Temple Archives based at NLW from WW1 to the 1970s – although far to travel, potentially costly to access, and competing with other NLW priorities once transferred).
 - Other options, such as **Glamorgan Archives**, might be considered in the event of post-COVID cuts kerbing the capacity of CUSC or NLW.
 - Obviously, any decisions to transfer Temple Archives and Collections should be taken with 'eyes wide open' that this would **prevent WCIA from pursuing / funding future heritage projects** drawing on our own inhouse assets.

- For clarity, **Archives ownership cannot be transferred temporarily**. If such a decision is taken, it is permanent - WCIA cannot expect any 'rights' over materials in the future. Any funding or projects related to transferred / 'bequeathed materials', would go to the new custodians.
- For accessing WCIA materials currently held at the National Library of Wales, we have to request the same permissions and pay the same fees as any other member of the public. The only 'grandfather rights' that we *might* be able to draw on, would be permission to request a specific item to be released for display in a WCIA exhibition – this would not be through application to the National Librarian.



National Library of Wales, Aberystwyth



*Archives stores within National Library
(closed area – documents by staff retrieval)*

4D. Public Engagement and Volunteering

In contrast to Archives Management which is largely reactive / enquiries driven, public engagement is where our 'peace heritage' work becomes **pro-active in WCIA's mission to drive Global Learning, Action and Partnerships**.

Such work is heavily dependent on, and can only realistically be sustained through, substantive / sustainable levels of core funding for Heritage / Project Officer post(s) that can support volunteers, staff colleagues and (some small-scale) collaborators / partners, to drive public engagement activities such as:

- **Guided Temple Tours** – piloted since 2016 and refined since 2018, prior to COVID these had become a monthly feature of WCIA's event programming – albeit with varying degrees of participation, reflecting audience targeting / demography and availability, communications / promotion, and competing activities (or even season / weather).
 - Post-COVID, any 'tours' market is likely to value **social distancing** and restricted numbers, as well as a very clearly defined and inspiring 'offer' that fits with visitor availability / schedules.
 - For example, a 1 hour, 11am Temple Tour may be unattractive to a Cathays Park Civil Servant, too early for the 1 hour lunchbreak for which they need time to eat; whereas a well-marketed, **half hour tour** starting or ending at 13.00 opposite the WCMD cafe or Glamorgan Building (canteen / tuckshop) might be quite appealing!
 - Tours are completely dependent on availability of **confident staff or volunteers** who are trained, knowledgeable and good with the public.
- **Self-Guided Tours** – likely to be of greater interest to the post-COVID audience, these have been 'set up' ever since Temple80, and will be a prominent feature of WCIA's new panels in Reception – driving visitors either to follow an **online 'Peace Trail'** route on their phone or tablet, or to use printed material from the reception desk.

- However, certain areas of the building (such as the Crypt) are usually necessarily 'off bounds' unless accompanied by WCIA staff, for health & safety reasons (eg a visitor slipping on the marble stairs to the crypt and requiring medical attention; or at a more sinister level, defacing - or even stealing - the WW1 Book of Remembrance!).
- **Archive Workshops** – these can take many forms, though our most successful have been through collaboration with specific academic departments – such as UW Swansea's History dept, and the LSE Gender & Peace Studies research team – where the activities facilitate specific research needs or projects across a significant group. However, we have also facilitated more '1-2-1 / 1-2-2 workshops' for specific student research interests (such as Welsh League of Nations archives).
 - Most to date have been able to take place under NLHF funding, or goodwill / time of WCIA staff. It might be necessary in future to charge to cover the costs of such workshops – however, charging for access could prohibit many students or researchers from being able to access the Temple Archives (this is already hugely controversial among NLW users in Aberystwyth).
- **Events and Debates** – the Council Chamber and Hall of Nations offer excellent spaces for public events and debates, and grounding these in projects / narratives emerging out of the Temple's Peace Heritage and Archives – as was done with [#Temple80](#) throughout November 2018 – creates strong credibility for WCIA, and policy grounding / relevance for current affairs (such as action on refugees and sanctuary, evidenced through Wales' past contributions).
- **Volunteer projects** – as outlined in numerous suggestions above, pro-active and properly funded public engagement work offers an excellent platform for well-supported volunteering projects – a rich source of potential funding streams for:
 - individual placements (eg student internships, digitisation, research and writing, film or creative responses - timebound activities)
 - ongoing heritage support (eg training Temple Tour guides, Peace Garden Friends)
 - group projects (such as international Work Camps, Urdd youth groups).



'Lunch & learn' consultation in the Peace Garden with WCIA volunteers and staff (LH)
UNA Exchange International Volunteers hard at work renovating the Peace Garden in 2015, as part of a youth exchange Summer Camp in Wales over 3-4 weeks (RH).



Peace Schools participants show off their poppy artworks to Tom Piper, creator of the Tower of London 'Poppies: Weeping Window' sculpture which WCIUA and CADW successfully bid to host at Caernarfon Castle in 2016, with an extensive programme of public engagement and participatory projects supported through Wales for Peace and Cymru'n Cofio funding.

4E. Partnership Working and Outreach Projects

External funding from the likes of NHLF, Government, or Trusts and Foundations is not only invaluable, but essential, to WCIA's income generation to resource ANY form of Wales-wide work. Without external funding, WCIA cannot realistically hope to 'reach out' to involve or facilitate partnerships with **communities or civil society organisations across Wales**. They in turn will rarely have resources to participate unless **built in to WCIA's own project plans / funding propositions** – a 'win win' approach is essential for genuine collaboration, to build partnerships of equals. It is vital that *staff travel and subsistence* is generously factored in to such proposals.

- **External organisations** - WCIA learned substantial lessons through Wales for Peace around protecting and clearly communicating / being confident in our own needs for any partnership projects – having experienced several 'extractive / undermining' relationships, as well as many incredibly innovative and successful projects.
 - These have largely been personality dependent, occasionally supported by a strong institutional culture for partnership working (demonstrated by Cyfarthfa Museum (Merthyr), Yr Ysgwrn (Snowdonia), and the National Library (Aberystwyth) - always dependable partners!
- **Volunteer projects** – beyond the 'inhouse' volunteering projects outlined under (d) above, the scope for community volunteering projects on localised 'Peace Heritage' with prospective partners Wales-wide, is almost infinite.
 - Many case studies / examples can be gleaned from the [Wales for Peace Project Record](#), for adaptation to future projects – ranging from digital storytelling projects producing films or productions around local / hidden histories, to youth-led schools conferences and awards schemes, or localised interpretation (such as Carmarthen and Caernarfon Peace Trails).

- **Research projects** – Through academic partners there may be considerable scope to attract PHD / Masters / Undergraduate funding or placements for substantial pieces of research work, where these overlap with WCIA's Peace Heritage interests *and* contribute to **WCIA's wider policy, educational and community impacts**.
 - The '[History of Welsh Internationalism](#)' project is case in point, seeking to construct a new narrative for Wales' Peace Heritage that can underpin Wales' International Strategy post-Brexit, inspire effective civil society action rooted in past stories, and facilitate critical thinking and global learning for future generations.

Key to all partnership projects is the securing of funding to facilitate them, which realistically can only come from:

- **External funders** (NLHF, trusts and foundations) who can fully fund the participation costs of partnership working / outreach and travel for relationship building.
- WCIA's own **reserves**, where the Trustees deem a project of sufficient value to justify expenditure from (already depleted, post-COVID) financial reserves.
- **Participants** own pockets, through paying for or absorbing the costs of their own volunteer placements. Hugely controversial in the media, ethically questionable, and places a high onus on WCIA staff to deliver high support standards in exchange for payment for what may be seen as a commercial service.

5. Mapping Funding Scenarios against Heritage Capacity

The following table aims to summarise how WCIA's heritage work might be 'scaled' in proportion to different funding scenarios:

	External 'Project Funders'	Core Funding from Venue (status quo)	No income = absorb into wider team
A Temple of Peace Building / Venue	Core funding heritage staff capacity above 0.5FTE. Developing new materials for building.	Minimal £ for part-time heritage staff capacity.	Integrate building heritage work / responsibility fully in to the Venue Hire & Events team,
B Heritage Interpretation	Scope to secure substantial resources to improve displays / interactive exhibits.	In house development of research and materials by Heritage staff.	Maintenance and minimal development of existing materials by Venue team.
C Archives & Collections	Can be used as basis / platform from which to build engagement, volunteering and partnership projects	Focus on digitisation expansion, and facilitation of 'high impact' research collaborations.	Supervised access only via senior staff. Prioritise digital access for public.
D Public Engagement and 'internal volunteering' projects	Essential for any engagement / skilled volunteering program, from internships and small groups upward.	Staff focus on events, Develop self-guided Temple Tours. Limited inhouse vols	Limit to events, self-guided Temple Tours.
E Wales-wide Partnerships and 'external volunteering' projects	Essential for any participation beyond the Cardiff / Civic Centre locale.	Possible on a limited scope / scale.	Should funding / project opportunities arise, expertise will need to be hired in.

The 'funding jigsaw' below, illustrates how WCIA might build a 'portfolio' of funding towards heritage work beyond 2021, if a minimal core staffing capacity can be sustained throughout the bridging period to the 'other side' of the COVID pandemic and its impacts (2022 onwards).

5A. Funding Jigsaw: A 2022-23 Heritage Programme of Pieces

It is highly unlikely that 'normality will return' within 2021; however, with a vaccine on the horizon, it is reasonable to hope that some funding routes may reopen by Summer / Autumn for the following year. I believe the following funding 'jigsaw' is a realistic proposition.

- **Academic funding** through ESRC / AHRC → contribute to part-time costs (eg 0.6-8FTE) of Heritage post (as long as project enshrines partnership responsibilities in agreement). For a PHD level post, this could be tremendously valuable – equating to £60k in cash terms, whilst offsetting potentially £80k in WCIA salary commitments.
- **Academi Heddwch** developments may bring in support overheads income to WCIA, and additional capacity / expertise / scope for collaboration. However, this is unlikely to be focused in the specific arena of 'Peace Heritage' – more in coordinating the Academi's wider work programme, across a strongly bilingual Wales-wide base, with a separate identity (beyond, but including WCIA).
- Some **core WCIA funding** → sustains part-time (eg 0.2FTE) commitment of Heritage post to WCIA priorities, with a small provision to meet priorities (eg through staff travel / activity costs / online development / admin support).
- Small scale **NLHF funding** → could support development of larger thematic projects up to £100k, such as UN75 or the Women's Peace Petition, *if these funds open up post-COVID – they may not given the parlous state of UK heritage sector and lack of govt support.*
- **Trust funding** → could support development of smaller thematic projects (£25-£50k), such as *components* of UN75 or the Women's Peace Petition Centenary work, or production of publications.
- **Volunteering project** funding (also possibly via Trusts, WCVA schemes, usually < £10k) → support inhouse volunteering activities, Temple Tours training etc.
- **Placement funds** (usually via University schemes such as GO Wales – 4-5 students annually subsidised c £2k each) → secure high calibre research / digitisation / web & communications volunteers. *However, these often require organisational match funding, which may be unrealistic.*
- **Educational funding** → support delivery of peace schools activities and development of teacher training / curriculum materials. *Again, the post COVID landscape is likely to place increased onus on remote teaching, distance / home learning and easily accessible, engaging resources.*

TIMEFRAMES AND WORKLOADS: It should be emphasised that every funding application brings with it a substantial workload. **2-4 weeks of work** may go in to any moderate size application, and typically it may be **6-12 months turnaround** from submitting a funding proposal, to approval (or rejection). This is conditional on having staff capacity to do the work. **Success rates vary from 10-30%** for different funders.

A realistic 'funding jigsaw', with many individual contributions adding up to a programme of work.

5B. Strategic Decisions for WCIA Trustees on Investment

The fundamental decision is whether to pursue

- **Option A** – invest in more staff time to create capacity to submit more funding applications, once funding routes reopen.
- **Option B** – maintain Status Quo of part-time Heritage Staff capacity, maintaining low level 'background work' on Temple heritage to 2022, then review.
- **Option C** - withdraw from heritage work.

Much depends on 'unknowns' surrounding post-COVID recovery and funding mechanisms, and performance of income generation through venue hire. This will be an 'unfolding situation' over the course of 2021, so a decision may not be black and white, therefore the following suggestion.

Option D – Hybrid Proposition A+B

a. Pursue 'middle road' **Option B** for remainder of 2021 whilst COVID uncertainties remain. Continue subsidising current Postgraduate partnership (through **0.4-0.6FTE part-time salary contribution**, and / or furlough / government job retention scheme contributions wherever possible) to completion in Sept 2021.

Summer 2021 – **Option A** external income sources

- b. Aim to **secure PHD funding** to subsidise the 'core' of 2021-24 heritage staff capacity going forward.
- c. Should post-COVID **heritage grant schemes** start to reopen by Sept 2021, pursue these at a realistic level of 'funding pitch' (and activity scale) to maximise WCIA chances in a starved sector.
- d. Alongside both (c) and (d), pursue small scale **trust funding / volunteer placement** applications as and when these reopen / opportunities arise.

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- e. If **successful** in generating external income across (b) to (e), trustees can take judgment call to expand heritage portfolio in line with Scenario A (project funding), or keep within bounds of Scenario B ('core funded' status quo) until more long-term viability / sustainability emerges.
- f. If **unsuccessful** on (b) to (e) by end 2021, trustees should make judgment – based on organisation's wider income generation position / financial sustainability - as to whether to:
 - Commit ongoing core funding towards heritage work (again)
 - *Essentially, taking the same decision for 2022 as for 2021; but recognising the heritage capacity cannot be funded other than through core / reserves.*
 - 'Downgrade' to Option C (Withdrawal),
 - integrating future heritage responsibilities into **Venue Team / Management** (to at least 2026, as the NLHF contracted timeframe for maintenance / support of WfP assets).
 - **Withdraw from pro-active work** on collections access / public engagement / partnership projects on peace heritage.
 - Consider **transfer of Temple Archives** into care of Special Collections or NLW.
 - **Redeploy** heritage staff to other responsibilities, if possible; or redundancy if not.
 - Task Heritage Staff over last 3 months in post / notice period, with putting in place **handover arrangements** to maximise digital access and toolkits for non-specialist WCIA staff / volunteers to support future visitors and enquiries.

5C. Facing the Poor Noughties: Funding Challenges of the New Decade

As we enter the 2020's, the realities of the **funding landscape for heritage project activities** – particularly, post-COVID – are a very different world to that under which WCIA in 2014 secured £1m towards Wales for Peace. Many WCIA prospective partners – possibly, due to the 'grandness' of the Welsh Centre for International Affairs title, along with WCIA's track record of high profile and successful projects - assume we have access to large pots of funds. The reality unfortunately is quite the opposite, and the COVID pandemic struck as we were reaching the end of a short 'bridging period' intended for grant submissions to schemes now unavailable.

- NLHF - along with almost all funders – unilaterally **suspended all routine grant giving** throughout the COVID pandemic, in favour of emergency funding / **COVID resilience** packages (for which WCIA qualified for £10k towards this piece of work, as part of NLHF's broader 'heritage survival life raft' for the whole sector).
- When NLHF grant giving resumes post-COVID, WCIA will be **competing with income-starved professional heritage institutions** who have survived the pandemic – museums, galleries, ancient monuments, churches and faith buildings, environmental centres etc. WCIA will need to pitch new bids in *realistic* competition, proportionate in scale.
- With Brexit, most **European funding sources** have / will become inaccessible; despite previous assurances from HMG, most are not being replaced with meaningful schemes. It should be considered that UK Govt may favour private sector direct contracts rather than Third Sector grant schemes; however, **Welsh Government** may step into this vacuum.
- **Legacy Funding** - through donations bequeathed in Wills by longstanding supporters of WCIA – is an occasional (albeit very sad) source of unexpected income. There is some (anecdotal) evidence that WCIA's investment in heritage work 'reconnecting' with alumni and supporters to tell their story, may warm them to WCIA for bequests. A carefully framed legacy appeal *could* be considered, though any returns would be (hopefully) long term.
- The belief that there are **companies who sponsor** the sort of work that WCIA does is unfortunately mostly a myth today (and for some time) - unless grounded in personal relationships with prospective donors or sponsors, which should be cultivated if they arise.
- **Small scale grants** from **trusts and foundations** towards individual heritage and educational / volunteering / participation projects are most likely to reap success for the short term - as a 'portfolio' of small projects collectively adding up to a programme of work.
- **External 'big' funding** for heritage work beyond COVID and into the 2020s, will most realistically be sustained by a '**jigsaw matrix**' of project funders (as outlined on Page 17).
- This strategy identifies the following **prioritisation for WCIA's limited Heritage capacity**:



The 'pyramid of prioritisation' for future heritage work, dependent on funding.